

# **CITY OF HARTFORD SPECIAL EVENTS PROCEDURES**

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## **INTRODUCTION**

### **A Tradition as Old as Society**

**It is interesting to consider what is implied by the fact that special events in contemporary society need to be managed. After all, community special events are a tradition as old as society. And when we look back upon the community events we attended as youngster, we rarely recall a specific individual at the helm, running things. Independence Day picnics or county fairs seemed almost to happen on their own - spontaneous celebrations of events with broad, cultural significance.**

**In fact, these special events exemplify the very idea of society. At their most basic level, they cannot exist without people. Throughout human history, every culture has observed these gatherings of its members. Ceremonies, holidays, festival, parades, fairs, concerts, dramatic events, bazaars, flea markets, sports events they embrace all of the endeavors and experiences of mankind.**

**Mirrored in the extraordinary range of community events, we can see the joy of family, the search for reason, the struggle for survival, the compromise that is essential for peaceful coexistence, the engine of commerce that drives progress, the cycle of the seasons, the reverence for greater powers, and the very celebration of life.**

**Those concepts are immutable. They have been cornerstones of social interaction from the dawn of civilization. In some way, every community event is a metaphor for some of these ideas.**

**Contemporary society is much more complex than the simple, rural communities or our ancestors. In today's multi-cultural urban centers, mounting any event requires more than the capacity to envision communal celebration. It demands funding, careful planning, interaction and negotiation with many different publics, and the capacity to motivate those publics. It demands the ability to see the big picture and the ability to handle many details.**

**This is a manual about developing and managing special community events. It is dedicated to the notion that in every respect from concept through productive interaction with all the different groups that make up a richly diverse community no community event can be considered successful if it does not enrich the whole community.**

**Everyone involved with a community event should emerge a winner.**

**CITY OF HARTFORD  
SPECIAL EVENT FEE WAIVER REQUESTS  
POLICY AND PROCEDURE**

**POLICY**

Special Events fee waivers granted should not exceed an amount equal to one-half of costs and fees associated with events, when appropriate.

The appropriateness of such waivers will depend upon the Council, Parks and Recreation Committee's consideration of waiver request in light of documentation of inability to pay the costs and fees of the event. Documentation must be provided by event sponsors prior to consideration of waiver request by the Parks and Recreation Committee and should include, but not be limited to the following:

Annual budget of groups or organizations (income and expense of conducting such event)

Identification of outside event sponsors and type of sponsorship provided for the particular event

Identification of expected profits to be gained from event sales and manner in which profits, if any, will be utilized, i.e., to charities, non profit organizations, payment of waived fees.

The Committee or the full Council may request additional information required in order to determine appropriateness of the one-half cost and fee waiver, when either body deems appropriate

Any organization that fails to follow guidelines and procedures as outlined in the manual will forfeit their opportunity to obtain approval of use of facilities, fee waivers and permits for the consumption of alcohol on municipal property or in any of the cities' facilities and parks.

*There are no waivers of insurance coverage for events.*

## **PROCEDURE**

All requests for fee waivers are made in writing to the Mayor or a member of the Court of Common Council at least ten (10) weeks prior to the event. The event sponsor/s will provide the following information:

- \* The organization sponsoring event.
- \* The chairperson address and phone number.
- \* The date, purpose of the event; and indication of all activities planned as part of the event.
- \* The organization itemized budget report.
- \* The specification of services to be provided by city personnel such as: police, fire, public works and health department.
- \* The specification of fee waiver for permits and licenses such as: a temporary food licenses, electrical, building and tent permit.
- \* An indication of whether and when permit applications have been filed with the Department of Licenses and Inspections.
- \* An indication of whether and when a Special Events Task Force meeting has been scheduled. (Permit applications must be filed prior to the consideration of a fee waiver request in order to determine required City services, fees, costs, and the need for meeting with the Special Events Task Force Committee).

The Parks and Recreation Committee consider fee waiver request in a manner consistent with the policy above. Items are usually considered at a regular or special Parks and Recreation Committee meeting. Event sponsors are required to provide documentation of need as stated in the policy above, prior to the Committee meeting. Your presence may be required to answer any inquiries from the Parks and Recreation Committee.

Any organization that fails to follow guidelines and procedures as outlined in the manual will forfeit their opportunity to obtain an approval for the use of facilities, fee waivers and/or for the consumption of alcohol beverages on municipal property such as inside a public building or public park.

The Parks and Recreation Committee will submit to Council at the next regular Council meeting a recommendation for action by the full Council.

## **The Event Permit Application Process**

### **NO LATER THAN 90 DAYS BEFORE THE EVENT**

Obtain appropriate permit application/s for your event from the Licenses and Inspection Office such as: a park permit, parade or street closing, temporary food licenses permit, electrical and construction permits. If alcoholic beverages (such as beer, wine or liquor) will be distributed during an event the permittee must obtain a temporary liquor permit from the State of Connecticut, Department of Consumer Protection, Liquor Division. Secondly, the permittee should proceed to the Hartford Police Department, Record Division for a background check. Lastly the permittee should proceed with the application to the Fire Marshal's Office for a signature of approval. Permit applications must be filled out in complete detail.

The permit application process normally generates a task force meeting. The city special event's coordinator will contact the applicant to schedule a Special Events Task Force meeting. These meetings are held on Tuesdays or Thursdays at (9:30 a.m.). The Special Events Task Force Committee will determine what city services will be required for the event and will estimate cost for the event.

If a task force meeting is not require, the specific city departments supplying services will make necessary arrangements to contact you.

***\* The City Manager has the right to approve, deny or revoke any or all applications and or permits at any time.***

### **Permit Application and Fee Waiver Process Timeline Chart**

- 14+ weeks out - Submit permits application.**
- 10 weeks out - Events Manager petition Mayor or City Council Members to support resolution.**
- 9 – 8 weeks out - Scheduled Special Events Task Force meeting.**
- 7 weeks out - Departmental service costs submitted to Special Events Coordinator.**
- 6 weeks out - Council meeting refers fee waiver review to Parks and Recreation Committee.**
- 5 weeks out - Parks and Recreation Committee meets with event manager to review request. Parks and Recreation Committee makes recommendation to full Council.**
- 4 weeks out - Council vote either to pass or deny resolution.**
- 4 - 3 weeks out - Police Department submits bill to event manager for police service.**
- 2 weeks out - Contact Traffic Division to discuss and approve any last minute changes.**
  - Certified check due payable to Police Department for police services**

**Risk Management's Division**  
**Request for Certificate of Insurance Language**

It is a City requirement that the person or organization applying for the permit be required to submit a Certificate of Insurance, including Product Liability, if applicable, with limits of \$1,000,000 (one million dollars.) Bodily injury and property damage (or \$2,000,000 Combined Single Limit) the City of Hartford named as an additional insured. If alcoholic beverages are to be sold/served, a \$50,000 Liquor Liability or Dram Shop Liability insurance is required.

**For further information regarding insurance coverage, contact Linda Moss, Risk Management, 522-4888 ext. 6031.**

## **The Fire Marshall's Requirements for Special Events**

- 1.** The event promoter is responsible for developing (or having developed) detailed “**to-scale**” drawing(s) of the entire event site. Included on the drawing(s) shall be locations of all tents, booths, amusement rides (if any), concession stands, stages/platforms and generators. Also included shall be the designation of each booth, stand, etc. which will be vending food and the types of cooking equipment to be used. The drawing(s) shall be submitted to the Fire Marshal's Office no less than thirty (30) days prior to the event.
- 2.** Adequate fire lanes (16 feet wide) must be provided and maintained for easy access and use by emergency vehicles (i.e. Fire Department, Police Department, ambulance service, etc.)
- 3.** All fire hydrants must be kept free, clear and unobstructed.
- 4.** All tents, canvas-type booths and/or coverings must have a label affixed stating they have been tested and are fire retardant.
- 5.** Tall weeds and grass must be cleared from any areas being used to a distance of thirty (30) feet beyond the area being used.
- 6.** Booths, cooking with stoves, ovens, deep fat fryers, etc. fueled by L.P. gas must be of a type carrying a recognized testing laboratory seal of approval and these cooking devices must have their tank or tanks secured by means sufficient to keep the tank(s) in position of use and prevent them from being knocked over.
- 7.** Booths that are using propane are limited to one (1) 100-pound cylinder or five (5) 20-pound cylinders per participant. If there is a need for more, you must contract a certified licensed gas dealer to install an approved manifold. Written proof must be submitted to the Fire Marshal one (1) month before the event.
- 8.** Charcoal grills used for cooking shall only be permitted if the grill is a minimum distance of three (3) feet from the public accomplished by a substantial barrier. The grill shall also be located a minimum of three (3) feet from sides of tents, booths and stands.
- 9.** A minimum of one (1) portable extinguisher, of not less than ten (10) pounds ABC agent, shall be positioned in each booth where cooking is taking place. In any area where a charcoal grill is being used, in addition to the 10-pound ABC extinguisher, there shall be one (1) pressurized water extinguisher provided at each charcoal grill.
- 10.** In accordance with Section 29-143a of the Connecticut General Statutes, fire protection in the form of personnel and equipment, shall be required as deemed necessary by the Fire Marshal. Such protection shall be paid for by the person or persons operating, conducting or promoting the event.



11. Prior to a Special Event being held in a building which was not designed and built as a “place of public Assembly” approval must be granted by the Fire Marshal and City Manager. Examples of these are Events to be held in City Hall Atrium, Atriums in various office buildings, etc.
12. If special effects (fireworks or theatrical pyrotechnics) are planned to take place during a Special Event, applications for permits must be secured from the Office of the State Fire Marshal. Fireworks Section, located at the Department of Public Safety in Middletown, CT (860) 685-8460.
13. If amusement rides are planned for a Special Event (whether indoors or outdoors) the Outdoor Amusement Licenses Section, Office of the State Fire Marshal must be contacted. (860) 685-8470.

**For questions or any further assistance contact the Fire Marshal’s Office from 8:30 a.m. to 4:30 p.m., Monday thru Friday. (860) 722-8250.**

## **The Hartford Health Department**

If you are planning to sell or give away food at your event, you must take out a permit through the Health Department.

Temporary food permits do not exceed periods of 1-5 days. The fee for each permit is \$50.00, payable to the Department of Licenses and Inspections.

An additional \$25.00 (per day) vending permit is required for selling food or wares on the street, not for an event in a park. Vending permit photos are taken at the License and Inspections Office.

Applications for permits must be made 10 days before the opening day of the event.

All food service operations must be inspected before the event and the Health Department has specific requirements for management of food concessions. Regulations include the following:

1. All foods must be wrapped or protected from contamination by suitable covers. Only single service containers (cups, plates, flatware) may be used.
2. Potentially hazardous foods must be held at temperatures below 45 degrees Fahrenheit or over 140 degrees Fahrenheit.
3. All food preparation must be done to the rear of the booth, not on the service counter.
4. All food handlers must wear clean outer garments, and must wear suitable hair restraints.
5. All food must be handled with tongs or other utensils, or disposable gloves must be worn.
6. Moistened towelettes must be available for use by food handlers.
7. Shellfish stickers must provide some type of temporary handwashing and sanitizing facility. Shell stock must have shippers' tags on site.
8. Potable water, free from impurities, must be available for human consumption.

Written documentation that emergency medical services (first aid and ambulance) will be present at events must be submitted.

**For questions or any further assistance contact the Health Department from 8:30 a.m. to 4:30 p.m., Monday thru Friday. (860) 543-8800.**

## **The Hartford Parks Maintenance Division Equipment Loan Policy**

- 1.** There is limited equipment available to Hartford groups for events open to the public including bandstands, showmobile, bleachers, generators, and sound system.
- 2.** If a permit for the event is issued by the Department of Licenses and Inspections, the City will deliver the equipment and remove it in accord with the City's public assembly policy.
- 3.** If equipment is to be placed on private property, written permission of the property owner must be provided to the Park Maintenance Division. The borrower also must show proof of insurance coverage required by City regulations. Both of these must be provided at least three working days in advance of the date when the equipment is needed.
- 4.** If a group requires equipment in conjunction with a public assembly, parade or street closing, the equipment required should be noted on the permit application. The work order will not be written until the permit has been issued.
- 5.** If equipment is to be placed on the street in conjunction with a street closing, the Department of Parks and Recreation cannot set up equipment on the street before the authorized date and time of the street closing. All takedown work must be completed by the end of the street closing.
- 6.** A \$2,500 certified check is payable to the Parks Division two-weeks prior to an event.
- 7.** Parking vehicles in a City parking is prohibited. This policy is an attempt to allow vehicles to load/unload equipment.

## **Police Department Requirements**

Most special events will require public safety requirements, and at least some intervention or instruction from a Special Events Planner assigned by the Traffic Division Commander. To determine this, when an application is made for an upcoming event through Licenses and Inspections, a review of this permit upon receipt will be conducted by the Traffic Division Commander, and the event assigned to a supervisor who will co-ordinate and handle all aspects of the event.

The chairperson of the event should make contact with the Traffic Division after application, (approximately 1 week after filing) to discuss the event. A determination will be made concerning the number of police officers required to properly manage the event for public safety. If a Special Events Task Force Meeting is to be held the chairperson of the Special Event will be notified by the City Manager's Office. If a Task Force Meeting is not required, contact must be made with the Traffic Division for the proper procedures in hiring police officers.

### **Logistics:**

The securing of barricades, no parking signs, meter bagging is the responsibility of the chairperson of the event. The cost of this equipment is the responsibility of the sponsoring organization or chairperson of the event. Oftentimes, this equipment or services may be provided for by the City of Hartford at no cost to the chairperson/promoter, but any additional equipment required to safely manage the event, as determined by the Traffic Division Special Events Supervisor shall be obtained or rented by the chairperson/promoter at their expense. Consult with the Traffic Division for advice.

### **Permits:**

Separate permits as may be required by other agencies to facilitate your event, such as State or Governmental, and are the sole responsibility of the event chairperson/promoter to obtain. The Traffic Division Special Events Supervisor may be able to assist you and offer guidance. All liquor control permits and vendors lists shall be submitted to the Traffic Division Special Events Supervisor at least one week prior to the event, and a copy of the same kept on file during the event. All Department of Public Safety, Commissioner of Insurance Certificates and Engineering approvals must be completed and on site for Police Department review for all applicable amusement rides required by law.

### **Private Property**

Securing permission for use of private property and the liability for said usage is solely the responsibility of the chairperson/promoter of the event. Private Security usage to protect you property, on PRIVATE PROPERTY is permissible. PRIVATE SECURITY, UNDER NO CONDITIONS, MAY BE USED IN PLACE OF HARTFORD POLICE OFFICERS ON ANY CITY PROPERTY OR PARKS, OR TO CIRCUMVENT, REDUCE OR SUPPLANT THE USAGE OF HARTFORD POLICE OFFICERS.

**Cancellations:**

If your event is canceled because of inclement weather or other reasons, **cancellation must be made NO LESS THAN TWO HOURS PRIOR TO THE START OF YOUR SET-UP OF THE EVENT. Cancellation must be made by contacting the Watch Commander (527-6300) at the Hartford Police Department**, informing him of same and instructing the Watch Commander to immediately contact the Traffic Division Commander to inform him of said cancellation.

**NEIGHBORHOOD NOTIFICATION:**

**IT IS ESSENTIAL THAT THE CHAIRPERSON/PROMOTER OF ANY SPECIAL EVENT NOTIFY ANY BUSINESSES, RELIGIOUS CENTERS, HOSPITALS OR ANY OTHER AFFECTED PARTIES OF THE EVENT/EVENT PARADE ROUTE AND ITS EFFECT AND IMPACT ON THE NEIGHBORHOOD. THIS INCLUDES THE RESIDENTS OF THE EFFECTED AREAS. FLYERS SHOULD BE DISTRIBUTED TO NOTIFY THE RESIDENTS OF THE EVENT AND INTENDED IMPACT AT LEAST 7 DAYS PRIOR TO THE EVENT.**

**The Role of the Chairperson:**

The event chairperson/promoter shall serve as the liaison with the Police Department/Traffic Division to accomplish the mission and goals of the event. Any changes, no matter how small must be discussed and approved by the Traffic Division PRIOR to implementation of these changes. Any changes requested must be in writing and forwarded to the Department of Licenses and Inspections for attachment to the original permit and dissemination.

## **The Department of Transportation Requirements for Parades and Festivals**

- 1.** Applicants should provide detailed information regarding the intended use of the street or sidewalk and whether the request is to close it fully or partially. The applicants should provide the beginning and ending points of the requested closures using street names.
- 2.** All parades and festivals must allow buses to cross-closed streets where required and emergency vehicles must be able to cross all closed areas.
- 3.** Conflicts with any construction activities or other parades and festivals in the area may require the applicant to revise the proposed route.
- 4.** Under Department of Transportation staff direction, the applicant is responsible for properly notifying all businesses and residents affected by the event.
- 5.** The applicant may be required to pay for overtime costs of the Department employees if it is determined to be necessary by the Department.
- 6.** Connecticut Transit will work with event managers and police to reroute public bus routes.

**Additional questions may be made to William Zazzaro at the Transportation Division Office, (860) 543-8660.**

## **Electrical Division Requirements**

1. Permits are required for all electrical wiring.
2. All work must be performed by a Connecticut Licensed Electrical Contractor holding an E-1 license.
3. Electrical lines for tents and shelter must be at least ten feet from the ground when they are run overhead.
4. All metal frames of tents must be grounded if wiring of any kind is fastened to metal frame.
5. All portable generators must be located in a segregated area and protected. No gasoline on site. All refueling of generators must be done off site or after hours.
6. All electrical lines must be insulated and entrenched in the ground or properly covered with mats.
7. All wiring cables must be in good shape with cord caps attached properly.
8. All electrical panels, junction boxes and distribution boxes must be covered.
9. Receptacles must be of the grounded type and protected by Ground Fault Circuit Interrupter (G.F.C.I.).
10. Suitable disconnecting switches or plug connectors must be installed.
11. All festoon lighting must be not smaller than #12.
12. A messenger wire must support spans over 40 feet.
13. All equipment must be protected from rain.
14. All temporary electrical services must conform to Article 230 of the National Electrical Code.
15. All generators are required to be grounded, if 5000 watts or larger.
16. **Extension cords must be properly sized.**
17. **All regulations specified under amusement rides also apply.**

**1. Specific regulations for amusement rides:**

- (a) All amusement rides must be grounded.
- (b) Fences surrounding rides must be **grounded if within 6' from rides.**
- 2. All cords in traffic areas must be matted or entrenched.
- 3. Cords and cord-caps must be in good condition.
- 4. Welding cable is prohibited.
- 5. No open splices are allowed.
  - (a) **Any evening or night festival must have proper lighting, required to be inspected by the Electrical Division of Licenses and Inspection.**
  - (b) **Permits must be obtained by a license contractor from the Office of Licenses and Inspection.**
  - (c) **All work must comply with the National Electrical Code and be approved by the local authority.**
  - (d) **All material must be U.L. Listed and approved for its application.**
  - (e) **Within enclosed tents, egress lighting and illuminated signs are required.**
  - (f) **All lighting must be protected by guards.**
  - (g) **Clearance from easily ignitable material must be maintained.**



## **Licenses and Inspections**

### **Building Division Requirements**

1. Building permits must be obtained from the Department of Licenses and Inspections for tents, booths, concession stands, stages and structures.
  2. All tents and booths must be properly secured, as follows:
    - **No rods are allowed in roads or amicite.**
    - **Thirty gallon barrels of water must be used and properly tied to tents.**
    - **Rods may be used on grass, except in Bushnell Park.**
  3. For evening and night festivals, proper lighting is required and must be inspected by the Electrical Division of the Department of Licenses and Inspections.
  4. Chairs must be tied together for any kind of stage show. No more than seven chairs should be tied together.
  5. Inspection of all tents, stages, booths, stands, etc. must be made prior to any event.
  6. Obstruction permits must be obtained through the Department of Public Works. They are required for blocking sidewalks, street signs, bus signs, or portions of a street.
  7. Plans must be submitted to Licenses and Inspections for any wooden structure.
  8. Tent layout and certification must be submitted to Licenses and Inspections.
  9. All propane and helium tanks must be properly secured. If more than one tank is being used, they must be secured together.
- \* All electrical wiring on ground floors etc., must be covered with mats to remove tripping hazard.**

**Permit for amusement rides (building and electrical).**

**Contact the State of Connecticut permit for rides (State Police Office).**

## **Mechanical Division Requirements**

1. All cooking booths must have on hand at least one 10-pound class ABC fire extinguisher. This extinguisher's testing must be current.
2. All equipment must be of an approved type and properly installed by licensed individuals.
3. All propane and helium tanks must be properly secured. If more than one tank is being used, they must be secured together.
4. All grills, stoves, ovens, etc., have to be sectioned off to protect the public from coming into contact with hot surfaces.

## **Plumbing Division Requirements**

1. A Port-O-Let-type receptacle is required for every 500 persons, or one for each sex up to 1,000 persons. One out of every five portable toilets must be an accessible unit per ADA requirements.
2. Port-O-Let type receptacle:
  - a) There shall be at least one (1) handicap unit in every group of Port-O-lets regardless of numbers of groups.
  - b) Port-O-lets shall be cleaned and toilet paper provided daily.
  - c) Handicapped units shall have its ramp; if separate, secured in a manner so as not to be a hazard.
3. Portable water - (free from impurities) shall be provided for human consumption.
  - a) Water for vendor/s use shall be their concern, with approval of Health Officials.
  - b) Water for animals shall be provided separate from that dispensed to humans for consumption, with approval of Health Official.

**For further information or questions, contact Joanna Duncan at the Office of Licenses & Inspections, (860) 543-8570.**

Revised 12/7/00

## **The American with Disabilities Act (ADA)**

The American with Disabilities Act (ADA) became effective in 1992, guaranteeing the rights of all people, including America's 43 million people with disabilities. This civil rights legislation has significant implications for anyone producing a public event.

The law demands very specific accommodations for people with disabilities at community events, and therefore disability issues should be addressed throughout the planning of any event. But philosophically, accommodation of all members of the community should be a touchstone for event planners and managers.

Certainly, successful special events can be produced to celebrate the uniqueness of individual cultures, or to meet the special needs of individual civic organizations. But no community event can be successful if it is grounded in a separatist, them-an-us mentality.

As we noted at the beginning of this and book, successful community events are events that embrace and celebrate the community's broadest diversity. Communities are enhanced to the extent that their populations represent a wide range of cultures.

The essential ideas are accessibility and integration: ensuring that citizens with disabilities, like everyone else in the community, not only attend and participate in public events; but that they are a natural component of the event from planning through execution.

The City of Hartford Special Events Procedures for Public Assemblies Manual lists the guidelines for public accommodations with regards to disability issues. Some specific highlights as they relate to public events fall into two categories:

- 1. Physical accessibility** - Anything having to do with the event, including event locations, stages, food courts, and entertainment, must be accessible (what is available for someone must be available for everyone).
- 2. Program accessibility** - Both the pre-event promotional material and the program content should be accessible. Auxiliary aids are required for communication with individuals with hearing, vision or speech impairments. Auxiliary aids include such services as, interpreters, listening systems, telecommunications devices for people who are deaf (TDD), video text displays, readers, taped texts, materials in Braille, and large print materials. The auxiliary aid requirement is flexible, based on need. For example, staff or volunteers can be made available to read a program to someone who is blind, or you can negotiate with the requester on how the material is presented. Check with City of Hartford Office of Human Relations on where to find auxiliary aids.

**Specific Hartford Requirements for Accessibility include:**

**All stage facilities and amenities (i.e. food and medical) must be accessible, regardless of whether performers are people with disabilities or not.**

- **Wheelchair ramps: For every inch of height, there should be twelve inches or ramp. This is the minimum - 1 in 15 is preferred.**
- **Ramps need to be 36 inches wide and unobstructed.**
- **At least five feet of space must be available for turning radius at the beginning and end of the ramp.**
- **All areas of the event site should have a 36-inch-wide unobstructed walkway for people to get by and through and around, including sidewalks and parking lots.**
- **One portable toilet out of five should be accessible, more if possible.**
- **The minimum five-foot turning radius must be maintained at curb cuts during events.**

**Additional questions may be made to Kathryn Coffin at the Office of Human Relations, (860) 522-4888, and ext. 6476.**

**For American With Disabilities Act Technical Assistance information, call: 1-800-949-4232**

**If you have any questions please contact:**

**Jean Ward, Special Events Coordinator.....522-4888 ext 6202**  
**Fire Marshal William Abbott.....722-8520**  
**Joanna Duncan, L&I.....543-8570**  
**Diana Wright, Parks.....722-6517**  
**Paul Condon, Parks.....722-6516**  
**Ed Regan, Health Department.....543-8800 ext 7172**  
**Sgt. Donald Chafin, Police.....722-4145**  
**Sgt. Houser, Police.....722-6141**  
**Linda Moss, Risk Management.....522-4888 ext 6031**  
**William Zazzaro, Transportation.....522-4888 ext 6537**  
**Bryan West, Clean Cities.....522-4888 ext 5944**  
**Kathryn Coffin, Human Relations.....522-4888 ext 8595**



